

# Human Services Department Roles\*

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## **Leader**

HSD is a leader in making strategic investments in the community that both create opportunity and provide critical services. To that end, HSD works with the community to understand current and emerging needs and develop dynamic strategies and plans that address those needs. HSD works with King County, United Way of King County, other city departments, community-based organizations, and residents to provide leadership within the city and across the region around human service policy, planning, funding and service delivery.

## **Funder**

The Human Services Department contracts with community-based organizations to provide programs and services to clients (approximately 72 percent of the department's budget is contracted to community-based organizations). In this role as funder, the department:

- Funds the most efficient, quality service delivery arrangements possible. Administrative costs are kept at a reasonable level and duplication is minimized.
- Makes funding decisions based on Request for Investment (RFI) processes within service areas at a minimum of four-year intervals. Future RFI processes will work towards addressing the challenges non-profits face in paying their staff livable wages and benefits and keeping up with increases in fixed cost.
- Bases RFI decisions on organization's ability to deliver clearly defined outcomes. Different service providers are likely to have unique strategies for achieving outcomes.
- Involves community members in funding processes, especially vulnerable communities who are the recipients of HSD services.

## **Service Provider**

HSD limits its role as a provider of human services to those situations where the fund source requires a municipality to serve as provider, when no viable community-based organization is available to provide a needed service, or when City administration is necessary to access another City resource. HSD minimizes its own administrative costs and engages in continuous process improvement to ensure it operates as effectively and efficiently as possible.

# Human Services Department Values\*

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*The following values are critical to the success of programs and services funded by HSD and administered by community-based organizations or HSD.*

## **Outcome-based performance**

For each program area HSD funds, it establishes clear goals, outcome performance measures and service levels. Funding is prioritized for those programs and services that demonstrate the ability to meet agreed-upon levels of performance through successful and/or innovative programs. HSD works with service providers and other major funders to align goals, outcome measures and reporting requirements. Internally, goals, strategies, and outcome measures are aligned with the city's Consolidated Plan, the Area Plan on Aging, and other grant proposals and planning documents.

## **Community leadership**

HSD supports initiatives that build community leadership and empower members of specific communities to take leadership and ownership of making decisions, identifying problems and developing solutions to community needs and issues.

## **Collaboration**

HSD supports collaboration and partnerships that minimize duplication and replication and enhance the quality of service delivery.

## **Accessibility**

HSD funds programs that are accessible, including geographic, physical, cultural and language accessibility.

## **Culturally competent / culturally relevant programs**

HSD supports programs and services that are delivered in a culturally competent manner (behaviors, attributes and policies enabling an agency or program to work effectively in cross-cultural situations) and/or culturally relevant programs (programs that are designed to serve a specific cultural group).

## **Anti-poverty strategies**

HSD encourages anti-poverty strategies, including an ongoing effort to help all city resident access benefits and services to which they are entitled, and integration between human services and workforce development programs.